

The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTERS OF ARTS IN DEVELOPMENT STUDIES

MDS508: PROJECT MANAGEMENT PRINCIPLES

DATE: 6TH DECEMBER 2017

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is **compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

Another board member asked the CEO to describe more about what the PMO director did to help the company become more successful at managing projects. Doug explained how Marie Scott worked with and all of the vice presidents to reorganize several parts of the company to support their new emphasis on project, program, and project portfolio management. They formed a project team to implement a Web-based project management software tool across the enterprise. They also authorized funds for a project to educate all employees in project management and to develop a mentoring program for project, program, and project portfolio managers. Doug and Marie had successfully convinced everyone that effectively selecting and managing projects was crucial to their company's future. The board and the company's shareholders were very pleased with the results.

Required:

- i. Explain the elements of project scope (10 marks)
- ii. Illustrate Seven essential steps for successful initiation of the project (14 marks)
- iii. Explain the necessary process for project management process (6 marks)

QUESTION TWO

- I. Discuss the range of tools and practices that can be useful in discovering the projects within an organization. (7 marks)
- II. Explain the four stage planning project selection (8 marks)

QUESTION THREE

Discuss the general framework of an internal project organization (15 marks)

QUESTION FOUR

- i. Discuss the importance of project management in an organization
(9 marks)
- ii. Explain three commonly used techniques for creating estimates (6 marks)

